SSC Staffing Focus Group

Changing for Excellence

Shared Service Centers

Agenda

Today's presentation will share the proposed governance and staffing for the SSCs.

- Background
    - Recruiting and Onboarding Center (ROC)
    - Staffing Options Evaluated
    - Employee Survey Results
- SSC Staffing Plans

Why Shared Service Centers

KU is moving to a SSC model to create capacity for greater focus on the academic and research mission.

SSC Benefits to the Units, Schools and Centers

- Funding to support the initiatives of Bold Aspirations

- Staff who are provided with more training in HR, finance and research administration

- Increased responsibility and authority for staff performing HR, finance and research administration work in the SSCs

- SSC HR, finance and administration staff will have back-up:

  – Vacation, FMLA, etc., support

  – Employees are trained by the SSC staff

- Shared best practices

The goals of the SSC implementation are better service and decreased costs.

Initial SSC Timeline – Implementation

The campus implementation timeline will be flexible based on lessons learned through the initial site implementation.

As implementation progresses, the campus plan and implementation schedule will be reassessed.

|	YEAR 1									YEAR 2	YEAR 3
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	Year 2	Year 3
Initial Site: Liberal Arts and Sciences SSC											
Planning and assessment		■	■	■							
Wave 1: Humanities, Arts, Honors				■	■	■					
Wave 2: Social & Behavioral Sciences							■	■	■		
Wave 3: International & CLAS Administration										■	
Wave 4: Natural Sciences and Math										■	
Campus Rollout											
Biosciences SSC										■	
Life Span SSC										■	
Campus Administration SSC										■	
Campus Operations SSC										■	
Music, Architecture, Law & Libraries SSC										■	
Business, Engineering & Pharmacy SSC											■
Education, Journalism & Social Welfare SSC											■
Technology, Climate & Energy SSC											■

Recruiting and Onboarding Center

The focus group discussed the current implementation of the Recruiting and Onboarding Center (ROC) as a test case for staffing the SSCs.
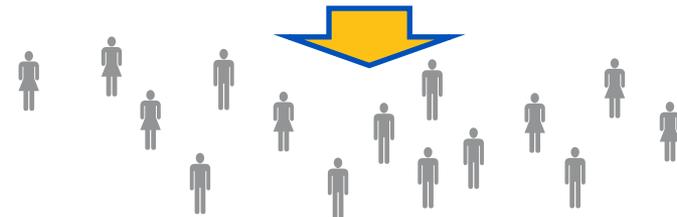
Step 1: Current KU staff members applied for the HR Coordinator position
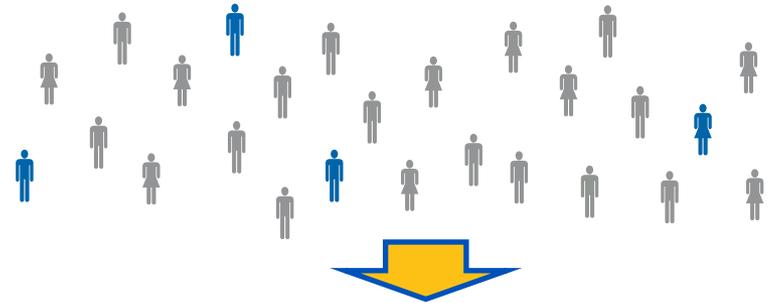
Step 2: Selected applicants formed the Recruiting and Onboarding Center

ROC @ Continuing Education Building
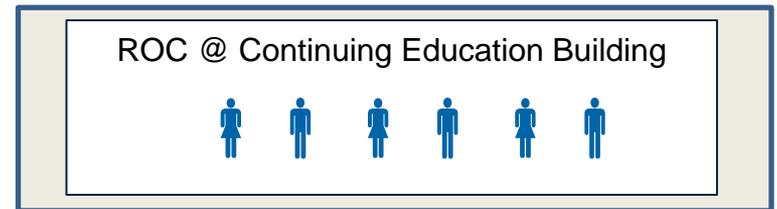
Step 3: Units operate with fewer PRS staff as the ROC assumes selected transactional work load

Shifting certain PRS activities from the units into the ROC created efficiencies and job opportunities; the new capacity will be used to support other academic missions.

Options Reviewed

Over the past several weeks, the following options have been discussed:

Post SSC positions: open to any staff member who wishes to apply

Establish a leadership committee for each SSC, including the SSC Director and leadership staff from the impacted departments to assign staff to the SSC

Post some SSC positions, and if an individual is doing more than a certain percentage of the SSC work, they can be moved (by the leadership committee) to a SSC without interviewing

Option 1: Positions are Posted Internally

This option was deemed the fairest, but significant challenges were identified.

Post SSC positions: open to any staff member who wishes to apply

Points in Favor	Neutral Feedback	Less Favorable Points
• The process is fair • Likely to produce a motivated team • Provides staff interested in a new career path opportunities for change	• Before posting an SSC position, alternative positions must be defined so staff have a choice • If jobs are posted in concert with the implementation waves, staff should be given enough information to know when they should apply	• Staff who have not interviewed in many years will feel disadvantaged • Those who are not chosen may be disappointed • Staff from outside the SSC scope could take SSC positions, forcing departmental staff into positions in other areas

Even though the process is fair, the focus group believed the application process could be challenging for some who have less experience or who have not interviewed in years.

Option 2: Assign Staff to an SSC

Even though this option offers staff less decision-making power, it also has unique advantages and fits with KU's commitment to ensure everyone has a position.

Establish a leadership committee for each SSC, including the SSC Director and leadership staff from the impacted departments to assign staff to the SSC

Points in Favor	Neutral Feedback	Less Favorable Points
• Will ensure that staff can continue to support their "home" department • Preserves existing relationships and knowledge • Helps staff who are uncomfortable interviewing • Ensures that everyone has a position	• The committee which assigns positions must be fair and balanced, comprised of individuals outside of the School, Center or Unit	• Does not give staff a choice • May result in a less desired role • If pay increases are initially offered to SSC staff, the focus group believes a competitive process is necessary for fairness

The assignment of staff to the SSCs would preserve existing relationships and ensure work is assigned efficiently; a fair process with appropriate leadership is necessary.

Option 3: The Hybrid Approach

Posting some SSC positions, specifically management positions, was considered a viable option.

> Post some SSC positions, but if an individual is doing more than a certain percentage of the SSC work, they can be moved (by the leadership committee) to a SSC without interviewing

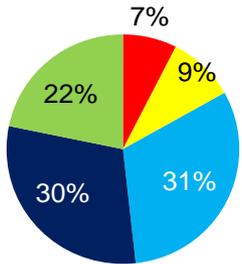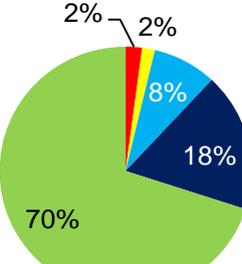| Points in Favor	Neutral Feedback	Less Favorable Points
• Allows some choice, but also allows for identification of the individuals currently doing the work to move into the SSC	• Anxiety would be high whether preparing for an interview or waiting to hear if assigned	• Does not allow staff to choose
• A balance of assigning and applying for jobs is logistically more feasible; too many interviews on campus might delay the process and create uncertainty		• May result in some staff being assigned to positions that are not their first choice
		• Limits staff input into their future position

Mixing the approaches of Options 1 and 2 may provide the best balance between choice, flexibility and efficient realignment.

Campus Input – SSC Staffing (1 of 2)

Survey respondents and focus group members were supportive of several different approaches to staffing SSCs, and helped identify challenges.
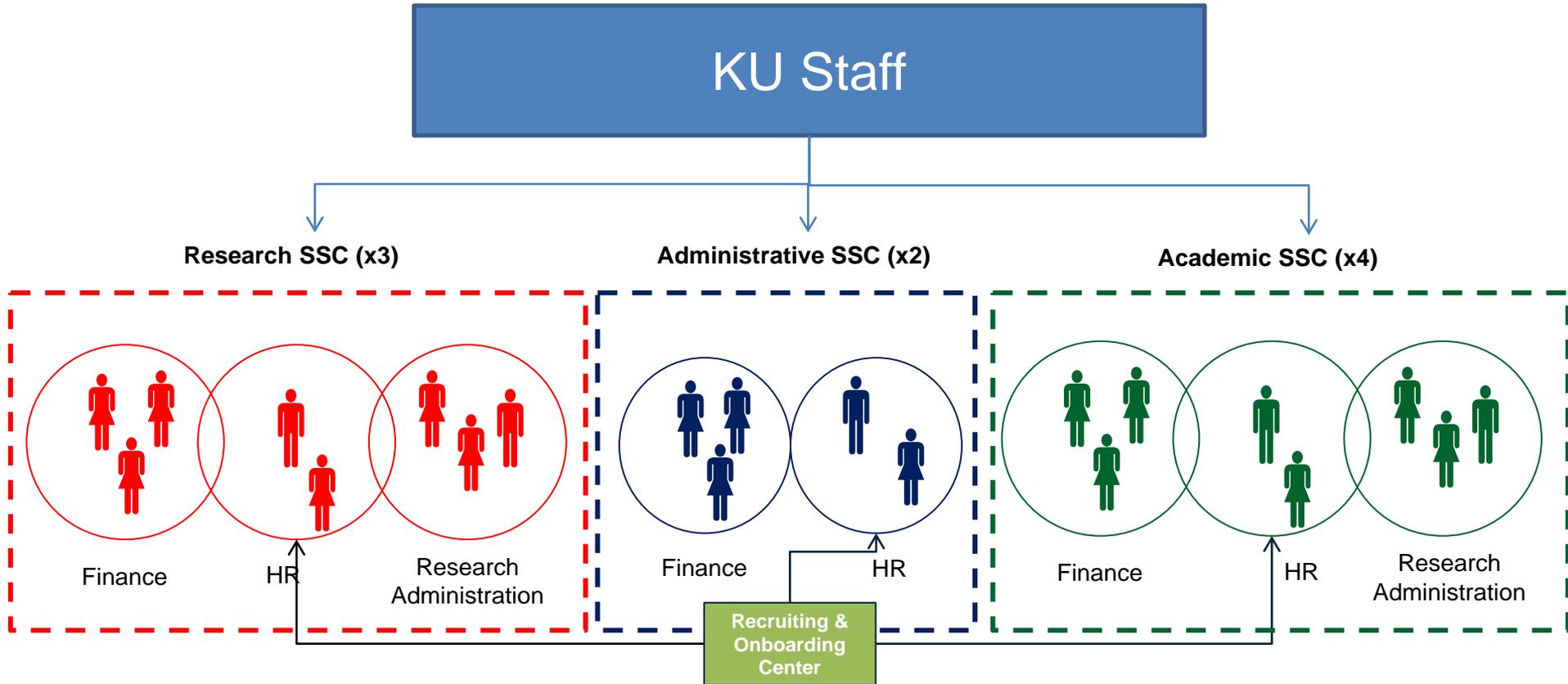
All SSC Positions Should be Posted

4% 5%
48% 21%
22%

■ Strongly Disagree ■ Disagree ■ Neutral ■ Agree ■ Strongly Agree

- The majority (70%) of staff supported posting SSC positions

- Only 9% were opposed to posting positions

- **Focus Group Feedback:** While posting positions was perceived as fair, it was suggested as stressful for the staff involved and likely to prolong the confusion on campus

Staff performing >50% of SSC Work Should be Assigned

8% 7%
28% 27%
30%

■ Strongly Disagree ■ Disagree ■ Neutral ■ Agree ■ Strongly Agree

- More than half (58%) of respondents supported moving staff performing a majority of SSC work to an SSC

- 15% of staff were opposed to assigning staff to SSCs based on job responsibilities

- **Focus Group Feedback:** Assigning staff would be an efficient approach, and will ensure everyone has a position

Campus Input – SSC Staffing (2 of 2)

A Leadership Committee Should Assign Staff

Legend: ■ Strongly Disagree ■ Disagree ■ Neutral ■ Agree ■ Strongly Agree

Pie chart values: 7%, 9%, 31%, 30%, 22%

- 52% of respondents were supportive of forming a leadership committee to assigns staff to SSCs

- 16% were opposed to the idea of a leadership committee determining their future job

- **Focus Group Feedback:** While assigning staff does not give staff a choice, it helps preserves existing knowledge and working relationships and ensures all staff have positions

SSC Positions Should be Offered to KU Staff First

Legend: ■ Strongly Disagree ■ Disagree ■ Neutral ■ Agree ■ Strongly Agree

Pie chart values: 2%, 2%, 8%, 18%, 70%

- The vast majority (88%) agreed with the proposal to offer all positions internally.

- **Focus Group Feedback:** Tenure at KU should have some influence on staffing decisions, but relevant work experience and ability to provide excellent service are vital

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Shared Service Centers Staffing Overview

Positions in each SSC will be filled by staff from the Colleges/Schools, Centers and Units. Employees from the ROC will move to the SSCs.

KU Staff

Research SSC (x3)

Finance   HR   Research Administration

Administrative SSC (x2)

Finance   HR

Academic SSC (x4)

Finance   HR   Research Administration

Recruiting & Onboarding Center

Staffing the SSCs

An activity assessment of each area will determine precisely how much staff time is currently being spent on SSC activities.

- Meetings to outline the expectations of the activity assessment
- Survey administered to impacted staff to catalog current duties
- Supervisor review of responses for accuracy
- Analysis of results for outliers, using systems data to verify responses where possible

Identify Staff Currently Doing SSC Tasks

Post SSC Director and Manager Positions

- Competitive interview process to fill leadership positions

- Individual conversations to help impacted staff make career decisions
- Leadership team determines new staffing assignments
- Individual preference taken into account where possible

Meet with impacted staff to assign which staff will move to the SSC

The leadership team making staff decisions will be specific to each area and will include leadership of the impacted schools, centers and units.

Move 100% of the FTEs currently completing the work into the SSC

- Savings will come over time through attrition

SSC staffing decisions will be made with extensive input from those impacted.

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Rock Chalk, JAYHAWK!

Staffing the SSCs

Working with campus supervisors and individual staff to identify SSC staff will help mitigate staff anxiety and allow for an organized transition across campus.

Post Leadership Positions

SSC Director and HR, Finance and Research Administration Manager positions posted for internal search

Identify SSC Staff

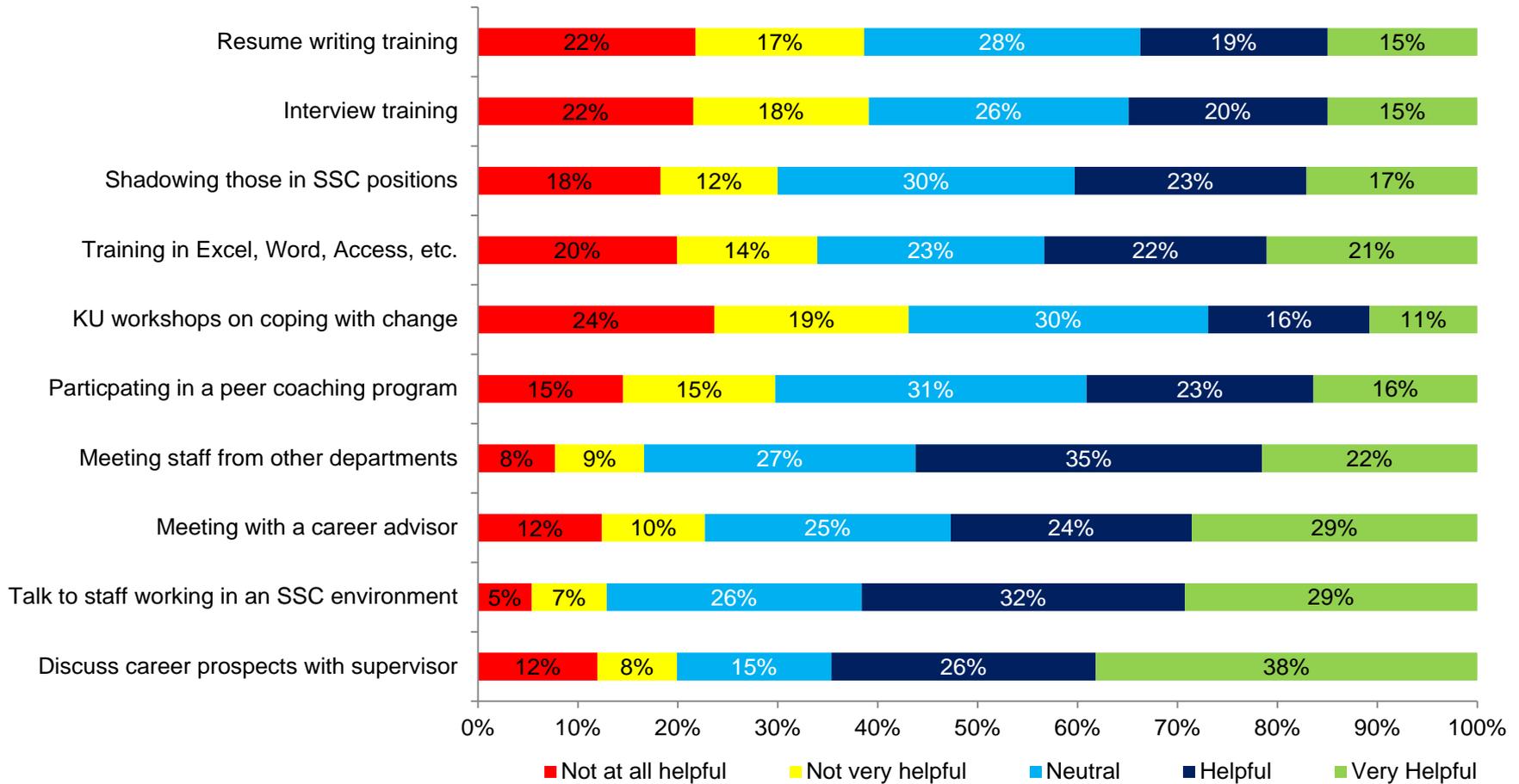Leadership Committee formed for each SSC to identify SSC staff

Reorganize Departments

Leadership of the Schools, Centers and Units will reorganize academic and research mission positions

Staffing the SSCs through selection of staff currently performing this type of work will enable the implementation to preserve a position for each staff member.

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Survey Results – Staff Support

Responses to proposed staff support activities were mixed, with some opportunities emerging as more helpful to staff.

Activity	Not at all helpful	Not very helpful	Neutral	Helpful	Very Helpful
Resume writing training	22%	17%	28%	19%	15%
Interview training	22%	18%	26%	20%	15%
Shadowing those in SSC positions	18%	12%	30%	23%	17%
Training in Excel, Word, Access, etc.	20%	14%	23%	22%	21%
KU workshops on coping with change	24%	19%	30%	16%	11%
Particpating in a peer coaching program	15%	15%	31%	23%	16%
Meeting staff from other departments	8%	9%	27%	35%	22%
Meeting with a career advisor	12%	10%	25%	24%	29%
Talk to staff working in an SSC environment	5%	7%	26%	32%	29%
Discuss career prospects with supervisor	12%	8%	15%	26%	38%

SSC Current Openings

We are seeking candidates for two current SSC leadership positions.

KU SSC Project Manager

- To manage the ongoing implementation of SSCs beyond the initial site

Liberal Arts and Sciences SSC Director

- To lead the Liberal Arts and Sciences SSC

The position descriptions are available at:
https://jobs.ku.edu/applicants/jsp/shared/search/SearchResults_css.jsp

The priority review date is September 3; resumes will be accepted until the positions are filled.

Focus Group Participants

Staff from across campus met to discuss potential options for shifting work into the Shared Service Centers.

SSC Staffing Focus Group Participants
• Barb Babcock, HR Manager, Center for Research on Learning
• Sabrina Keidel, Accountant, Facilities Services
• Nancy Biles, Grant Officer, Research & Graduate Studies
• Rebecca Murphy, Administrative Associate Sr., School of Business
• Amy Carlson, Grant Monitor, Higuchi Biosciences Center
• Susan Teague, Business Manager, Chemistry
• Judy Greenberg, Accountant, Provost Business Services
• Emily Zentner, Assistant Business Manager, Continuing Education
• Paula Hinman, Associate Director, Kansas Geological Survey
• Stephanie Johnson, Accounting Specialist, Hall Center for the Humanities

Your input is greatly appreciated!

CFE website

http://cfe.ku.edu/ssc/

SSC Office Hours

Every Wednesday, 3:00 pm – 4:00 pm, 213 Strong Hal

SSC Implementation Team

- Jason Hornberger: jfh@ku.edu
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- Megan Cluver: megancluver@ku.edu
- Travis Ringger: travisringger@ku.edu